

KFI

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Questions from the early 80's:

- Is there anyone anywhere doing anything better?
- Why can't we do that?

“The bottom line of the social sector organization is ‘changed lives’.”

Peter Drucker

**“Nothing is less
productive than to make
more efficient what
should not be done at all.”**

Peter Drucker

Questions we asked ourselves:

- Why do people with disabilities go to day programs?
- Why do people have to leave their homes during the day? Is that really home?
- What should we look for in staff? People who are already connected to the community?
- Who else in the community can/should do what we do?
- Who (what people) can we begin with?
- How can families help?
- Where are there opportunities to implement the vision?
- **If it was my life, what would I want?**

“Just as important as the decision on what new and different things to do, is the planned systematic abandonment of the old that: no longer fits the purpose and mission of the business, no longer conveys satisfaction to the customer, no longer makes a superior contribution...”

Peter Drucker

If a person had the right kind and amount of supports, would he/she need to go to a day program, sheltered workshop, or live in a group home?

How do we build those supports?

**Society's unthinking
attitude about people
with disabilities:
they are not valued
(devalued).**

The problem with programs

- Emphasizes group satisfaction, convenience and interest, not what is important to the individual

“Somebody has got to do something, and it’s incredibly pathetic that it has got to be us.”

Jerry Garcia

**How we decided that
sheltered work doesn't
deliver**

LEO

■ Lesson

- sheltered work is a poor indicator of success in real jobs
 - people we support enjoy working in regular jobs in the community
 - jobs help people have community presence
- ## ■ Strategy: Look at individual assets; Reject the power of “program” thinking

**Supported Employment's
failure to solve all
problems**

**and why we did not have
to launch a second career**

Early lessons from community employment

- It's not just the job
- Harlan
- Going to the post office

How networks can work

ROBERT

■ Lesson:

- Community connections in one area might help you succeed in another.

■ Strategy:

- Help people connect to regular, generic community resources. Don't run special programs. Help develop or encourage reciprocity and giving BACK to the community.

7 SHIFTS IN SERVICES

From		To
1. Business as usual	➔	Making the vision work
2. Sheltered work	➔	Real jobs
3. Artificial training in artificial environments	➔	Real skills acquired in real environments (home & community)
4. Programs for groups	➔	Supports for individuals

From		To
5. Training curriculum	➔	Consumer choice and person centered services
6. Foster, group, boarding, ICF's, anything controlled by and agency	➔	The person's own home
7. Wait until <i>THEY</i> fix the funding, find more money, etc.	➔	Doing what's right and figuring out the money later

Fundamental Lessons Learned

- GET TRAINING
 - Get as much information about innovative and emerging best practice: read journals, connect to websites, go to conferences.
- UNDERSTAND THE ART OF THE POSSIBLE
 - Know that there is someone doing daily what others say cannot be done at all.

- START WITH THE IDEAL AND COMPROMISE FROM THERE. DON'T START WITH COMPROMISE
 - Define “ideal.” Our supports to people will never be perfect, but we can try to figure out what makes the most sense and set our sights on that. Be committed to working through obstacles.
- BE A GENTLE SALESPERSON
 - Always keep the person's desires on the agenda to allow you to advocate within the organization, to funders, to family and other providers.

- STOP TRYING TO FIX PEOPLE
 - People do not need to pass a test to receive meaningful supports. People are ready NOW for supported living and employment--they do not need to earn it! Eliminate the continuum!
- UNDERSTAND HOW SIMPLE IT IS
 - We tend to make supporting people too complicated. What would *you* want if you were in need of support?

- PROVIDE SUPPORTS IN THE PERSON'S COMMUNITY
 - Don't move the person to your community or the day program's community.
- EMPOWER STAFF
 - Create opportunities for staff to try new things. Give staff responsibility and authority. Reward and celebrate successes.
- DON'T BACKFILL
 - When one person is out of the group, don't accept another person into the program. You'll never convert the program that way!

- TAKE ONE PERSON AT A TIME
 - Programs aren't converted overnight; supports to people must change. Be flexible and creative!
- **Ask hard questions** of yourself and give brutally honest answers.
 - *Lock the doors, take the phone off the hook, and do not invite anyone in. Then ask: are you really making a difference? Are you doing things because you have always done them or because they are the right thing to do? What are the best services for the people you serve? Etc., etc.*

- **Win support by convincing everyone of the gains for people – *The Hendsbee Principle***, named in honor of Gloria Hendsbee, a twenty year veteran employee who fought tenaciously **for** change if she thought it benefited people with disabilities.

4 Important Concepts

1. **Vision:** true beliefs or something for a letterhead?
2. **Living the Vision:** what we say we do and what we actually do often differ.

3. **Abandonment:** what we stop doing may be more important than what we start.
4. **Individualizing Supports:** the great challenge for all of us – listening instead of talking.

A. Amado's 5 Tips for Success:

- See the person as their interests and gifts.
- Explore opportunities for relationships – who can the person get to know there?
- Introduce one-to-one.
- Become an “asker” – *it never hurts to ask*
- One person, one environment.

The Center for Human Policy identified circumstances that contribute to an agency's success in the change process --

- opportunities for staff to try new things;
- a clear distinction between individualized ("cutting-edge") services and other (group/traditional) services the agency provides;
- direct involvement of someone in authority who can bend or reinterpret rules to work through obstacles and pull in resources.

KFI'S How-to's...Down and Dirty

Invest in Values-based Training

- Get as much information as possible about what is happening in the field
- Listen to the gurus
- Join organizations that promote and support values
- Read the newsletters and journal articles
- Connect to web sites
- Seek out conferences featuring cutting-edge ideas
- Answer the question: "Is anyone, anywhere, doing anything better for people with disabilities?"

KFI'S How-to's...Down and Dirty

Hire the Right Staff

- Hire people for their values, rather than their experience, certification, degrees...
- Hire people from the same community as the people they support
- Hire people who can describe how they are connected to their communities
- Give people permission to use their personal connections on behalf of the people they support
- Involve people with disabilities and their families in the hiring process
- Ask, "Is this a person we can stand up and cheer about?"

KFI'S How-to's...Down and Dirty

Control Physical Space and Location

- Locate offices in the heart of major communities
- Project a professional image
- Avoid buildings with large, open spaces
- Avoid the real estate trap
- Avoid being the landlord or employer of service recipients
- Provide supports in the person's home community
- Teach skills in real environments (instead of inventing an artificial environment which is "lifelike")
- Use what the community offers – it is full of real life

KFI'S How-to's...Down and Dirty

Evaluate Your Organization

- Ask hard questions about your present services and give brutally honest answers
- Abandon the notion of “readiness”, the “continuum of services”, and the idea that people need “fixing”
- Don't license anything that you don't absolutely have to
- Find like-minded allies within and outside of your organization
- Empower staff
- When one individual leaves a group service, don't backfill
- Plan the systematic abandonment of services that are not individualized, personalized, and/or based on people's dreams, abilities, and desires
- Work in a state of positive discontent – know that there is always a better way

KFI'S How-to's...Down and Dirty

Look at Whole Lives, Not Programs

- Implement true person-centered planning
- Talk about your dreams, set your sights high
- Assure there are no double standards – people's lives should reflect what you would want and need
- Ask, "If a person had the right supports, would (s)he need to go to a day program, sheltered workshop, or live in a group home?"
- Build the right supports
- Focus on one person at a time

ED

■ Lesson:

- People don't need fixing...systems and services need changing.

■ Strategy:

- Changing *where* people live, *who* people live with, and *what* people do, is a powerful way of changing *how* others view them.